

**FINAL AND OFFICIAL
FEBRUARY 17, 2005**

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SECTION 1.0 – EXECUTIVE SUMMARY

1.1 AUTHORITY: The Enhanced Used Leasing (“EUL”) process is provided under the authority of Title 10, United States Code, and Section 2667, as amended. This authority allows for military installations to outlease land and facilities to a private or public entity. Specifically, installations can, among other things: 1) outgrant for other types of mission functions; 2) enter into long-term or short-term leases, providing greater flexibility for facility reuse; and 3) receive no less than fair market rental, in cash or in-kind, as consideration for the leased property.

1.2 FORT DETRICK: Fort Detrick is an installation of the Department of the Army covering 1,200 acres. It was established in 1943 and is the largest employer in Frederick County, Maryland with approximately 7,800 personnel. The installation contributes \$500 million annually to the local economy.

Fort Detrick is a premier quad-services installation committed to excellence. As an Army Medical Installation, it is home to the United States Army Medical Research and Materiel Command (USAMRMC), the National Cancer Institute (NCI-Frederick) and 38 other tenant organizations. The primary missions include biomedical research and development, medical materiel management and global telecommunications. New to the installation is a National Interagency Biodefense Campus, which will include numerous federal agencies as well as local tenants on the installation.

1.3 FORT DETRICK

1.3.1 VISION: Fort Detrick is an Army Community of Excellence where the U.S. Army Garrison, supporting Fort Detrick, through technology and innovation, fosters an environment for growth and transformation in the 21st Century.

1.3.2 INSTALLATION: The installation comprises three non-contiguous areas known as areas “A”, “B” and “C”. Fort Detrick (named “Detrick Field” in 1931) was utilized as an airfield by the Maryland National Guard and U.S. Army from 1931 to 1942. The EUL subject site is part of a 502- acre tract that was purchased by the U.S. Army in 1952. The land was bought to expand the research and development facilities in Area A of the then named Camp Detrick Biological Warfare Research Center. Prior to 1952, the land was used for farming. Camp Detrick was designated a permanent installation for biological research and development shortly after World War II, but its status was not affirmed until 1956, when it became Fort Detrick.

Fort Detrick is a “closed” Army installation where access is continuously controlled by perimeter fencing with limited entry points. The four gates to

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the main post (Area A) are guarded, and vehicles without government decals are searched. The federal government regulates security at Fort Detrick; state and local governments do not have jurisdiction over security at Fort Detrick. The Fort Detrick Provost Marshal Office is responsible for security on the Installation as a whole, but tenants are responsible for their own internal building security (USAG, 2003).`

1.3.3 MISSION: The mission of the U.S. Army Garrison and Fort Detrick is to command, operate and administer the use of resources to provide installation support to on-post Department of Defense and non-Department of Defense tenant organizations. In addition, the Garrison furnishes automated data processing, financial management and logistical support as directed to select Headquarters, Department of the Army staff and field operating agencies. Fort Detrick serves four Cabinet-Level agencies, which include:

- ❑ The Department of Defense
- ❑ The Department of Homeland Security,
- ❑ The Department of Agriculture
- ❑ The Department of Health & Human Services.

Fort Detrick's DOD support also includes elements of the U.S. Navy, U.S. Marine Corps, U.S. Air Force and the Joint Chiefs of Staff. Beyond that, Fort Detrick supports several Unified and Major Army Commands: Unified U.S. Army Forces Command, U.S. Army Space Command, U.S. Army Information Systems Command, and U.S. Army Health Services Command. Major tenants located on Fort Detrick are the U.S. Army Medical Research and Materiel Command, 1110th Signal Battalion, and the U.S. Army Medical Materiel Agency.

1.3.4 FORT DETRICK LOCATION: Fort Detrick is located in the City of Frederick, Maryland, in the heart of Frederick County, the third fastest growing county in Maryland. Fort Detrick is the center of the biomedical technology growth that has occurred in the county. It is located approximately one hours drive from the Washington D.C. metro area and Baltimore, Maryland, easily accessible by major interstate highways.

1.4 BUSINESS OPPORTUNITY: Fort Detrick seeks to competitively select a private developer to lease a parcel of land and to develop a cogeneration power plant on this parcel. The successful private sector bidder will operate and maintain the plant and facilities and provide an in-kind consideration to the Army equal to the fair market value of the leased assets. To these ends, Fort Detrick sees this private sector opportunity as compatible with the Fort Detrick mission and as an extension of Fort Detrick business objectives.

Fort Detrick believes there is a sizeable opportunity for Fort Detrick and a private sector developer/property manager to work together to receive significant benefits. Specifically, the private sector has the opportunity to receive a market rate return

from development activities, selling power, steam, and chilled water to end users, and continuing property management of real estate assets and plant facilities.

1.5 PROJECT SUMMARY

1.5.1 PROJECT DESCRIPTION: The Army is seeking a private sector developer and property manager (hereafter “Developer”) to participate in the development, maintenance and management of a cogeneration power plant. Upon selection of a Developer, the Army and the Developer will work together to develop a Business and Lease Plan (hereafter “Plan”) for leasing and development of the property described in Section 1.5.1. The Developer selected will be expected to thoroughly, creatively, and professionally identify issues, analyze solutions, and determine entrepreneurial processes to ensure the successful implementation of the Plan.

A contiguous, generally level vacant land parcel approximately 10 +/- acres located within the boundaries of the new National Interagency Biodefense Campus (NIBC) at Fort Detrick’s main post has been selected for the proposed Enhanced Use Lease development site. Road access and utilities from the installation’s main post road, Porter Street, lie within short distances of the site. Major electrical transmission lines and a substation stand near the site.

The NIBC will create an increased electrical demand as well as a need for steam and chilled water. The campus tenants may negotiate to satisfy its energy needs from the proposed cogeneration facility. Likewise, existing tenants elsewhere on the Installation are potential energy purchasers. However, the project is not dependent on the sale of energy to Fort Detrick or its tenants. The developer will be encouraged to solicit off-post commercial customers.

1.5.2 PROJECT GOALS: The goals of the project are to provide power, steam, and chilled water services for prospective end users; to allow Fort Detrick to utilize in-kind consideration generated by the project to further enhance the quality of life for those working at and served by the installation; and to employ the best commercial practices to the benefit of both the Army and the Developer.

1.5.3 PROJECT CONCEPT: The Department of the Army proposes to lease the above-described land to the Developer for a term in line with the proposed development, but in no event to exceed 50 years. The Developer will finance, plan, renovate as well as operate and manage the cogeneration power plant to be developed and described above for the term of the lease and receive market fees from utility end users. In addition, the Developer will provide Fort Detrick in-kind consideration equal to the fair market value of the leased asset.

1.5.4 BUSINESS AND LEASE PLAN: The Plan will provide details regarding the financing strategies, lease terms and conditions, development scope, use restrictions, property and asset management procedures, terms and conditions for in-kind consideration, and other matters agreed upon by the Developer and the Army. Upon completion of the Plan and final approval by the Army, a lease and other transfer documents will be negotiated by Fort Detrick and the Developer to implement the Plan, or portions thereof. The decision to implement the Plan will be made by the Army at its discretion. If potential development opportunities are identified during the planning process that cannot be accommodated under the leasing authority, the Developer and Fort Detrick will, if feasible, discuss implementation through alternative authorities.

In no event will the Army be responsible for the payment of any fees or have any liability to the Developer for the Plan or work product generated in developing the Plan should the Plan not be acceptable.

It should be noted, the Army and Fort Detrick have set the following objectives for this project:

- To create a cogeneration power plant.
- To maintain positive relations with the communities surrounding the property.
- To successfully integrate development activities with cultural resources and environmental policy management requirements in support of the mission of Fort Detrick.
- To successfully blend development activities into the naturalistic setting with as little visual impact above ground as possible for the surrounding communities.
- To employ the best commercial practices to the benefit of both the Army and the Developer.
- To find uses for Fort Detrick assets that are compatible with the requirements and mission of Fort Detrick.

The Army believes that these goals, concepts and objectives can best be achieved by working with the Developer to develop the Plan for Fort Detrick. The valuable assets of Fort Detrick make this initiative a valuable opportunity for a world-class Developer to participate in this EUL opportunity.

1.5.5 DEVELOPMENT PROCESS: Upon selection of the Developer, the Army and the Developer will work cooperatively to develop a Plan that will be implemented through the sale of power, steam, and chilled water to customers identified by the Developer. The Developer will be responsible for drafting the Plan. The Army and its advisors will review this Plan. It should be noted that the Army has final approval of the Plan. In addition, the Plan will be subject to review by local government stakeholders.

1.5.6 FORT DETRICK PARTICIPATION: It is anticipated that Fort Detrick will participate in the project in the following ways:

- Fort Detrick has made a specific tract of land available for lease. The Developer and the Army will cooperatively create a Business and Lease Plan and jointly determine potential uses for the property.
- Fort Detrick will receive in-kind consideration from the Developer at least equal to the fair market value of the leased assets. The form, amount, and timing of the in-kind consideration will be defined in the Business and Lease Plan.

1.6 EVALUATION CRITERIA: Applications will be evaluated on the basis of the following criteria. A complete explanation of the criteria can be found at Section 3.9. Fort Detrick will select a developer based on an objective best value determination considering only the information submitted in response to this solicitation.

1.6.1 EXECUTIVE SUMMARY: Describes and provides documentation of the applicant's legal organizational structure, key people, insurance coverage, and past history. This section is meant to familiarize the Army with the applicant's organization, not to summarize the remaining sections of the proposal. The Executive Summary is not scored.

1.6.2 RELEVANT EXPERIENCE INCLUDING PAST AND PRESENT PERFORMANCE: Considers the extent of the applicant's corporate and key personnel experience in successfully planning for and developing large complex projects, especially under a lease arrangement. The evaluation team may consider information about other projects performed by the Developer and identified through any and all means (relevancy and recency), including but not limited to customer surveys and comments from Government agencies.

1.6.3 MARKETING PLAN Considers the approach to identify potential product end users and prospective rates charged in support of building plan and financial analysis.

1.6.4 FINANCIAL: Considers the extent of the applicant's experience in dealing with financing of large, complex energy projects, especially under a leasing arrangement. Additionally, the applicant's financial return expectations will be considered as well as the Developer's strategy to secure financing.

1.6.5 DEVELOPMENT PLAN: Considers the methodology and plan for the design and construction of the project.

1.6.6 PLANT MAINTENANCE/MANAGEMENT: Considers the ability and experience in managing, maintaining and leasing similar projects to

private sector standards over an extended period of time. This feature is critical to the development's long-term viability.

1.6.7 CAPABILITY/QUALIFICATIONS: Considers the extent of the applicant's corporate and key management and technical personnel capabilities and qualifications to provide the services required for planning and implementation of the project.

1.6.8 ACHIEVEMENT OF ARMY GOALS, CONCEPTS AND OBJECTIVES: Considers the extent to which the applicant's approach indicates an understanding of the Army's goals, concepts and objectives, as described in Section 1.5 of this NOL, and a realistic approach to accomplishing them.

1.6.9 EXPERIENCE IN COMMUNITY RELATIONS: Considers the extent of the applicant's experience in dealing with community relations in successfully completing major developments.

2.0 ENHANCED USE LEASING DESCRIPTION AND PERFORMANCE REQUIREMENTS

2.1 SUMMARY OF LEASING PROCESS: Following selection of the Developer, the Army and the Developer will work together to produce a Business and Lease Plan (Plan) for Fort Detrick. The Army will issue a conditional Notice of Lease award to the Developer. In developing the Plan, the Army and the Developer will consult stakeholders within the community, as appropriate. Proposed uses for the leased land will be determined during the Plan development. The Army will work with the Developer in preparing a lease and other documents required to implement the Plan. An initial sample outline for contents of the Plan is as follows:

- A further description of the Army's goals, concepts and objectives for the leasing arrangement and methods for meeting them.
- Sources of capital, including debt and equity.
- Overall leasing and development schedule.
- Detailed leasing and development budget including operating pro forma and revenue pro forma for the term of the ground lease.
- Roles and responsibilities of the Army, Fort Detrick, and the Developer, including a description of any anticipated partnership or joint ventures by the Developer.
- Development plans and timelines, including drawings, site plans, etc.
- Documents required to comply with the National Environment Policy Act and other applicable laws.
- Community relations plan.
- Detailed plan specifying the amount and timing for payment of in-kind consideration to Fort Detrick.

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- A detailed description of any opportunities identified during the planning process that cannot be accommodated by the current lease authority, and, if feasible, a plan for proceeding under an alternative authority.

The Developer will prepare draft portions of the Plan for review by the Army and its advisors. The Army will work with the Developer to arrange for review by relevant stakeholders, including various constituencies with an interest in the project, both inside and outside the government.

At the end of the planning stage, the Plan and supporting documents will be submitted to Headquarters, Department of the Army (HQDA) for approval. If approved, the Army will execute lease arrangements and proceed with the project.

In the unlikely event that the Army and the Developer cannot agree on a Plan, implementing lease or other required documents, or if the Plan is not accepted by HQDA, the Army, at its option, may render this application process null and void, and direct the Developer to cease all work on the project. This can occur without giving rise to any right or claim by the Developer. Should this occur, the Army maintains the right, at no cost, to make full use of the Plan and to proceed to negotiate and work with other developers on this or similar projects.

2.2 LEASE PAYMENT PROVISIONS: The Developer will provide Fort Detrick in-kind consideration not less than the fair market value of the leased land. Details regarding these payments will be provided in the Plan.

2.3 FUEL AND SUPPORT SPACE: The Developer will be responsible for coordination of all fuel and support services used in the operation and management of the newly developed cogeneration power plant.

2.4 PLANT MAINTENANCE/MANAGEMENT: The ability to properly maintain and manage the proposed cogeneration power plant is critical to the project's long-term viability. The Developer, as a part of the Plan, shall work with the Army to develop a plant maintenance/management program that meets all project goals. The Developer will have responsibility for all plant maintenance and management items throughout the life of the project.

2.5 ENVIRONMENTAL CONSIDERATIONS: Fort Detrick will produce and make available a Phase I environmental site assessment report (Environmental Baseline Study) for the acreage included in the project. See Appendix B for the Environmental Baseline Survey.

2.6 DISPUTES: Any dispute concerning a question of fact or procedure arising under this application, which is not disposed of by agreement, shall be decided by the Army, who shall mail or otherwise furnish a written copy of the decision to the applicant.

3.0 APPLICATION SUBMISSION

3.1 PROVISIONS: Developers are required to comply with the following instructions while developing their proposal. Where instructions conflict and no order of precedence is specified, the most stringent requirement applies. A reference to, or direction to comply with, a particular paragraph shall include, as appropriate, all subparagraphs thereunder. Oral explanations or instructions given before the signing of the Lease will not be binding. Any written information concerning the application given to any prospective Developer will be furnished promptly to all other prospective Developers. If the information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Developer, the information shall be furnished as an amendment to the application. By submitting an application, applicant agrees to provide non-discrimination and Civil Rights assurances if applicable. Additional provisions the Developer should note include:

- The information provided by applicant may be used by the Army to conduct a comprehensive background and credit check.
- You may provide the facilities and services to the Army as agreed upon in the Plan and lease either directly or through subleases or concession agreements that have been reviewed and accepted by the Army.
- The right is reserved, as the interest of the Army may require, to reject at any time any and all applications, to select more than one applicant, to waive any informality in applications received, and to accept or reject any items of any applications unless such application is qualified by specific limitation.
- You may joint venture with another Developer(s). A joint venture (team arrangement) shall meet the following requirements:
 - ♦ All applications submitted by joint ventures must include an original of the executed joint venture agreement.
 - ♦ Parties to the joint venture must sign the proposed Lease or Leases, as agreed to in the Plan. In the case of corporations that are joint venture entities, the corporation secretary must certify that the corporation is authorized to participate in the joint venture, by so certifying in the joint venture agreement and by submitting a separate certification to the Army prior to Lease award. The joint venture must also provide a certificate, which identifies a single point of contact, i.e., a principal representative (by name) of the joint venture for purposes of resolution of lease matters and payment issues.
- BearingPoint is serving as advisors (and have recused themselves from this competition) to the Army on this project. All offerors must certify they are not using nor have they used BearingPoint to assist in the preparation of any proposal related to this project. (Conflict of Interest Certification form is included as Attachment 1 of this NOL.)

3.2 CANCELLATION OF AVAILABILITY BY THE GOVERNMENT: The Government is sponsoring this leasing transaction solely for the purpose of achieving the goals established in the enabling legislation. While the Government intends to enter into a lease with the Developer, it is under no obligation to do so, and reserves the right to cancel this availability and reject all application submissions. The Government reserves the right to suspend or modify all aspects of this process and to waive informalities and minor irregularities in offers received where it is in the best interest of the Government to do so.

3.3 HOLD HARMLESS: By participating in the application process, Developers agree to hold the United States, its officers, employees, and advisors harmless from all claims, liabilities, and costs related to all aspects of this application. Under no circumstances shall the Government be liable for any real estate brokerage commissions, finder's fees, or other forms of compensation related in any way to activities undertaken by any person as a result of the submission of the NOL proposal.

3.4 AMENDMENTS TO APPLICATION PACKAGE: This application package may be amended by formal amendment document, letter, or facsimile. If this application is amended, then all terms and conditions, which are not modified, remain unchanged. Developers shall acknowledge receipt of any amendments to this application by the date and time specified in the amendment(s). Acknowledgment shall be made by signing and returning the amendment(s), or sending a letter or telegraphic acknowledgment.

3.5 INDUSTRY FORUM NOTICE TO APPLICANTS: An Industry Forum will be held on February 14, 2005 to discuss the approach to this transaction. The conference will be held at the Frederick Community College Conference Center, 7932 Opossumtown Pike, Frederick, Maryland 21702. Information (directions, attendee list, presentations, questions & answers, etc.) on this industry conference can be found on the following website: <http://eul.army.mil>.

3.6 NOTICE OF ORAL PRESENTATIONS: Developers should note that they might be required to present their proposals orally to Fort Detrick and its advisors if they are included in the competitive range. If any oral presentation is required, it shall be limited to 60 minutes. During your oral presentation, be prepared to provide information concerning any aspect of the written proposal submitted. At the conclusion of your oral presentation, plan on approximately 30-45 additional minutes to respond to questions. Developers should be prepared to provide a pictorial representation of the project concept through the use of a rendering, sketch, photomontage, or other type of graphic media. The visual media will be used for illustrative purposes only and is not expected to be an exact or detailed representation of the project concept. The Army will provide an overhead projector, LCD data projector, and laptop with CD-ROM and Floppy disc compatibles. If you decide to use media other than what is provided, you must provide and set up the equipment yourself. Bring ten (10) complete sets of all overheads and any other handouts to your oral presentation. The time and date for

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this presentation will be scheduled individually with the Developer after the written proposal has been submitted and evaluated.

3.7 SUBMISSION OF APPLICATIONS: Offeror applications are due at 5:00 PM Eastern Time on the date specified on the project website <http://eul.army.mil>. The information below must appear in the lower left corner of Lease Application envelope.

Sealed Application for Lease of Real Property

Must be received NLT:

Time: 5:00 p.m.(EST)

Date: March 17, 2005

Project Name: Fort Detrick Cogeneration Power Plant Project

1 original and 6 copies of Offeror applications, plus one electronic copy and modifications shall be submitted in sealed envelopes or packages addressed to the following:

U.S. Army Corps of Engineers (USACE)

Baltimore District

ATTN: Robert Penn, Real Estate Division

If hand delivered, to Office Location:

10 South Howard Street, Room 7620

Baltimore, MD 21201

If mailed, to Mailing Address:

P.O. Box 1715, CENAB-RE

Baltimore, MD 21203-1715

In addition, the sealed envelopes or packages should be labeled with the Developer's name, address, contact person and time specified for receipt. Electronic, telegraphic, or facsimile offers and modifications will not be considered without express written authorization of USACE.

Any applications received after the time and date specified above will be rejected and returned to the applicant unopened.

3.8 SUBMITTAL ORGANIZATION: The Developer's proposal shall consist of a single original document and six copies with the sections below clearly labeled. The sections constitute the factors that will be evaluated and are listed in order of evaluation importance excluding Section I, which will not be evaluated.

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Application Submittal			
Section	Description of Factor	Number of Submittals	Page Limit¹ (8.5 x 11")
I	Executive Summary	One original, 6 copies and one electronic copy ² to USACE	8 pages
II	Relevant Experience/Past and Present Performance	One original, 6 copies and one electronic copy ² to USACE	10 pages
III	Financial	One original, 6 copies and one electronic copy ² to USACE	10 pages
IV	Development Plan	One original, 6 copies and one electronic copy ² to USACE	10 pages
V	Marketing Plan	One original, 6 copies and one electronic copy ² to USACE	10 pages
VI	Plant Maintenance/Management	One original, 6 copies and one electronic copy ² to USACE	10 pages
VII	Capability/Qualifications	One original, 6 copies and one electronic copy ² to USACE	10 pages
VIII	Achievement of Army Goals, Objectives and Concepts	One original, 6 copies and one electronic copy ² to USACE	5 pages
IX	Experience in Community Relations	One original, 6 copies and one electronic copy ² to USACE	5 pages
	TOTAL		78 pages

NOTES:

- Any pages exceeding the limits set above will be destroyed and not evaluated. Supporting data such as mandatory forms, resumes, organizational charts, financial statements, *pro formas*, cost estimates, engineering calculations, photos, drawings and catalog cuts do not count against the page limits indicated above.
- All sections should be submitted on the same disk/CD ROM.
- All sections of the Application will be provided in a ten (10) font size or greater.

Developers shall mark all information that is proprietary and not releasable to the public as proprietary.

3.9 REQUIRED FACTOR SUBMISSION INFORMATION: Each section in your submission must include a description of your approach to the following factors. These factors comprise the minimum compliance with Fort Detrick goals and must be submitted in order for applications to be considered complete. It is the desire of Fort Detrick that applicants attempt to exceed these minimum requirements where possible. The Army reserves the right to evaluate and select applicants based upon an overall best value determination.

3.9.1 SECTION I – EXECUTIVE SUMMARY: (This section is not scored/rated in the evaluation.)

- The name, address, telephone, e-mail, and fax numbers of each principal, partner, and/or co-venturer participating on your team and

the name of the representative authorized to act on behalf of the team.

- Identification of any affiliation or other relationship between any of the members of the team responding to this application and any development company, parent company, or subsidiary.
- A description of your status (whether a corporation, a nonprofit or charitable institution, a partnership, a limited liability company, a business association, or a joint venture) indicating jurisdiction under whose law you are organized and operating, and a brief history of your organization and its principals.
- Date and location of establishment and the date of incorporation under the present name.
- Explanation of types of services your firm provides and how they relate to this application.
- Whether you (or team member) have ever been terminated for default, noncompliance, or non-performance on a contract or Lease. Provide a detailed description; and whether you (or team member), have been within the past five (5) years, in litigation, arbitration, or have had any judgments against you (or team member). Provide a detailed description.
- Indication of whether you ever maintained or currently maintain errors and omissions insurance and, if so, the amount of the coverage, deductible, and the carrier of the insurance.
- If your firm is a corporation, provide the following: 1) Articles of Incorporation and by-laws; 2) Names, addresses, dates of birth, and Social Security numbers of officers and participating principals; 3) Corporate resolution authorizing the proposed transaction; and 4) Summary of Corporate Activity.
- If your firm is a partnership/joint venture, provide the following: 1) partnership/joint venture agreement; 2) Names, addresses, dates of birth, and Social Security numbers of the partners and 3) each principal member's appropriate history and background, assigned areas of responsibility, and any legally enforceable agreements or other mechanisms that will be relied on to ensure the firm's successful long-term operation.
- If you are a sole proprietorship, provide Social Security number, date of birth, current address.

3.9.2 SECTION II - RELEVANT EXPERIENCE/PAST AND PRESENT PERFORMANCE:

3.9.2.1 RELEVANT PROJECT EXPERIENCE: Provide the following information on projects for which you (or team member) acted as prime developer. Identified projects must demonstrate an ability to perform a project of this magnitude and complexity.

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- List of the major projects that you successfully completed or you have currently in progress covering the past ten (10) years. In the case of joint ventures, any principal member's project's over the past ten (10) years.
- For each project listed above please provide the following:
 - ♦ The name, address, type, cost (design and construction), and size (power plant megawatts) of each project;
 - ♦ The name and address of the owner of each project;
 - ♦ No more than three (3) photos of each project (each photo not exceeding 8-1/2" by 11" in size) if available;
 - ♦ A description of how the project achieved an acceptable level of quality in the project planning, creation, design, and construction;
 - ♦ A description of project economics and finance including the following: 1) total development costs including hard and soft costs; 2) financing including debt and equity amounts and sources; 3) ownership structure including percentage of ownership by principal members; 4) economics of sharing arrangements between principal members or investors including identification of sources of return to the owners and investors.
 - ♦ A description of property management/maintenance services provided including scope of services and standards of performance
 - ♦ Your role and services provided for each project;
 - ♦ The name, address, telephone e-mail, and fax numbers of a point of contact at the client or other stakeholder for each project (This individual must be familiar with the project and the role of the applicant played in the project and will be able to respond to the Army inquiries); and,
 - ♦ Any other pertinent information to sufficiently describe each project.

3.9.2.2 PAST AND PRESENT PERFORMANCE: Provide the name, address, telephone and fax numbers of at least four (4) clients or other stakeholders for whom you (or each team member) have successfully developed projects within the past ten (10) years. In addition to clients, you are encouraged to provide the above information from other project stakeholders that you consider important to understanding the success of your work. These references should be able to assess the degree of client (or other stakeholder) satisfaction. The Army intends to contact all the references you list and your inclusion of the information requested above will be considered authorization to do so. Some of the factors that contribute to client satisfaction and what your references may be asked to discuss with respect to you formally are as follows:

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- Quality of the working relationship with the client (the tenant and/or owner)
- Professionalism and integrity with which you conducted business
- Responsiveness to the client's needs and expectations
- Level of communication
- Value added to the project as the result of cost savings, favorable financing, positive asset management, etc.
- Delivery of the project within budget and on schedule
- Quality control of the project design and construction
- Other relevant aspects in the management of a project development for a client

List all material instances of litigation or formal Alternative Dispute Resolution (ADR) processes (e.g., binding arbitration) during the last ten (10) years and involving a claim in excess of \$50,000 to which each principal member has been a party relating to partnering and/or financial performance. For those matters involving a claim equal to or in excess of \$500,000, provide a detailed description of the litigation or ADR process.

3.9.3 SECTION III – FINANCIAL: (Note: All financial data clearly marked as proprietary will be held in confidence)

- If audited financial statements have been prepared by an independent Certified Public Accountant or by an independent licensed public accountant for the last three (3) years for your corporation or limited partnership, please provide these. Also include a personal financial statement of the key owners/principals.
- If audited financial statements have not been performed for your corporation or partnership, or if you are an individual, provide a complete and current personal financial statement for you and all partners/officers.
- Provide the names, addresses, telephone numbers, and e-mail of at least two commercial or institutional credit references from which you have previously obtained financing. Attach a letter authorizing each credit reference to respond to inquiries from the Army.
- Identify the sources, and, if possible, the relative amounts from these sources, from which you expect to derive revenue during implementation and operation of the Fort Detrick project.
- Discuss the envisioned economics of sharing arrangements between principal members or investors including identification of sources of return to the owners and investors
- Describe your plan for reinvesting revenues earned back to the project itself. This should include anticipated timing and levels of

refinancing and the proposed disposition of proceeds from refinancing as well as plans for adjusting the reinvestment approach in response to market standards.

- Provide a description and/or documentation demonstrating the Developer's strategy to obtain financing for this project including anticipated costs and why this strategy offers the best value to the government. Discuss your capability to secure operating capital for the project as well as your capability to secure payment or performance bonds (or other types of security) for the envisioned Fort Detrick project.

3.9.4 SECTION IV – DEVELOPMENT PLAN: This factor will be used to evaluate and demonstrate that the applicant has a clear understanding of the anticipated design and construction elements of the project. Specifically, the applicant shall submit a detailed narrative describing the applicant's proposed project concept, approach and vision, including an accurate overall description of the intended project design and construction methodology. Place special emphasis on how your approach addresses the entire project and how it demonstrates a clear understanding of the scope and complexity associated with the project. Your description should include a discussion of planned steps to ensure development of a cogeneration power plant. This discussion should include contract management practices that will ensure execution of the plan as designed to private sector standards. The project concept shall include, but is not limited to, the following items: 1) quality control plan; 2) safety plan; 3) phasing/sequencing including detailed logic diagram with major milestones (i.e. notice to proceed, design completion, obtaining permits, subcontractor selection); and 4) project coordination (i.e. A&E involvement). The Army is seeking a developer that will bring creativity and innovation to this project.

3.9.5 SECTION V – MARKETING PLAN: Any marketing of steam and/or chilled water would be to supplier-identified consumers in close proximity to the plant. Power consumers could be tenants on the installation in addition to the external grid. Any marketing would be to supplier-identified consumers of steam and/or chilled water in close proximity to the plant. Power consumers could be tenants on the installation in addition to the external grid. Bidders should recognize that the project is a solely commercial venture for the proposed developer and not dependent of the guaranteed sale of energy and/or bi-products to Fort Detrick or its tenants. However, the developer may compete for business, as an energy provider, from the installation, its tenants, or other government agencies located within reasonable proximity of the site, as well as from off-post commercial customers. The marketing plan submitted should contain a high level overview of the proposer's plan to research and identify the necessary customer base to make the overall project economically feasible.

3.9.6 SECTION VI – PLANT MAINTENANCE/MANAGEMENT: This factor considers the applicant's capability to understand and address the

project's plant maintenance/management responsibilities including maintenance, repair, operations, and management experience. Specifically, the Developer should provide their approach to maintenance/management of the project in accordance with private sector standards, as well as describe previous comparable projects where they have performed similar functions. In addition, the Developer should include detailed information (i.e. resume) on personnel that will be involved in the Fort Detrick project.

3.9.7 SECTION VII – CAPABILITY/QUALIFICATIONS:

3.9.7.1 STAFFING PLAN: Please provide the following:

- Describe your organizational approach to executing your responsibilities, providing the overall project coordination, and responding to the Army during all phases of the project. Include an organizational chart and staffing plan that demonstrates your capability of carrying out all functions required for this project. If applicable, present a timetable for hiring any additional staff.
- For each year from 1995 to the present, summarize your workload, expressed in terms of the annualized dollar value of the projects being developed and the number of full-time staff engaged in managing project development.
- Discuss the extent to which you are planning to commit staff and other resources to the project and development of the Business and Lease Plan.

3.9.7.2 QUALIFICATIONS OF KEY PERSONNEL: Please provide the following:

- Identify your key personnel and their respective roles during development of the Plan. Key personnel are those persons considered critical to the accomplishment of the required services. Indicate the extent to which your key personnel have worked together as a team on projects of this financial magnitude or greater.
- Provide a resume for each of your key personnel. Key personnel are those who are considered critical to the accomplishment of the Plan. Resumes, which are limited to one-page, must include a description of the individual's duties and responsibilities, education, knowledge, skills, expertise, and other qualifications relevant to development of the Plan.
- Attach a statement to the resume for each of your key personnel defining the extent of their availability and corporate commitment. The resume for each person must clearly indicate whether the person is or is not currently your employee and, if not so employed, what kind of

commitment or offer of employment your firm has been made to assure availability of this person during the development of the Plan.

3.9.8 SECTION VIII – ACHIEVEMENT OF ARMY GOALS,

CONCEPTS AND OBJECTIVES: This factor considers the extent to which the applicant's approach indicates an understanding of the Army's goals and a realistic approach to accomplishing them. Specifically, Developers should describe how this approach and how the goals of the Army will be achieved during the project term.

3.9.9 SECTION IX – EXPERIENCE IN COMMUNITY RELATIONS:

Explain your philosophy and specific approach to managing community relations during the planning, construction, and operation & maintenance of major projects. With respect to projects you listed under "Relevant Project Experience," describe your experiences in managing relations with the surrounding community.

3.10 SOURCE SELECTION EVALUATION PROCESS: An evaluation team will evaluate each application. The team will determine the overall value of the application to the Army and the potential for meeting the goals of the leasing arrangement, in accordance with the evaluation factors previously stated. Therefore, the application should contain all information that the Developer deems is needed by the Army to make a selection. Applications will be evaluated on their own merit, independently and objectively. While the government does not intend to meet with Developers regarding revisions to their applications prior to any oral presentations, the Army may contact Developers to clarify certain aspects of their application or to correct clerical errors. The information submitted in your written proposal will be reviewed by the evaluation team prior to any oral presentation. This will allow the team members time to become familiar with your firm's experience, project approach, financial capabilities, and to generate questions that may be posed in anticipation of any oral presentation. The Army reserves the right to include all or short-list offerors into a competitive range before or after any oral presentations.

After the final evaluation of the applications, the Army will select the applicant whose application offers the **best overall value**. Selection will be based on an integrated assessment of the factors set forth in Section 3.9. Upon selection, the Army and the Developer will commence work, as outlined in this Lease Proposal, with the intent to enter into a leasing arrangement.

4.0 APPLICATION EVALUATION PROCESS

4.1 INDIVIDUAL FACTOR RATINGS: Each individual evaluation factor will be rated as indicated below. The evaluators will assign one of the following ratings to each factor:

- **Exceptional Plus (E+):** The offeror has addressed substantially all of the elements in this factor in a manner that demonstrates superior added value above a satisfactory response for substantially all of the elements.
- **Exceptional (E):** The offeror has addressed many of the elements of this factor in a manner that demonstrates superior added value above a satisfactory response and has addressed substantially all of the remaining elements in this factor in a manner that demonstrates high added value above a satisfactory response.
- **Acceptable Plus (A+):** The offeror has addressed many of the elements of this factor in a manner that demonstrates some added value above a satisfactory response and has addressed substantially all of the remaining elements in this factor in a manner that demonstrates a satisfactory response.
- **Acceptable (A):** The offeror has addressed substantially all of the elements in this factor in a satisfactory manner.
- **Unacceptable (U):** The offeror has failed to address substantially all of the elements of this factor in a satisfactory manner or has simply failed to address substantially all of the elements in this factor.
- **Neutral:** This rating will only be used to evaluate an offeror in the past performance evaluation factor. The offeror did not have a sufficient history that could be evaluated in a level of detail that allowed the evaluation team to draw a conclusion about the offeror's past performance

4.2 OVERALL PROPOSAL RATINGS: In addition, the evaluators will assign an overall rating to each proposal as indicated below:

- **Exceptional Plus (E+):** The offeror has addressed substantially all of the elements in all of the factors in a manner that demonstrates superior added value above a satisfactory response.
- **Exceptional (E):** The offeror has addressed many of the factors in a manner that demonstrates superior added value above a satisfactory response and has addressed substantially all of the remaining factors in a manner that demonstrates high added value above a satisfactory response.
- **Acceptable Plus (A+):** The offeror has addressed many of the factors in a manner that demonstrates some added value above a satisfactory response and has addressed substantially all of the remaining factors in a manner that demonstrates a satisfactory response.

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- **Acceptable (A):** The offeror has addressed substantially all of the factors in a satisfactory manner.
- **Unacceptable (U):** The offeror has failed to address substantially all of the factors in a satisfactory manner or has simply failed to address substantially all of the factors.

4.3 RISK RATINGS: The evaluators will justify the evaluation factor rating by drawing upon the strengths, weaknesses, and risks identified for each of the evaluation factors. In addition to the ratings above, a risk rating will be assigned to each of the individual factors. The purpose of this rating is to assess the level of risk associated with each offeror. If necessary, risk ratings will be used as a tie-breaker during proposal rankings. The evaluators will assign one of the following ratings to each of the individual factors:

- **Low Risk:** Any weaknesses identified by the evaluators have little potential to cause disruption to the planning and implementation phases. Normal contractor/government effort and monitoring will probably minimize any difficulties.
- **Moderate Risk:** These are weaknesses identified by the evaluators that can potentially cause disruption to the planning and implementation phases. Special contractor/government emphasis and close monitoring will probably minimize any difficulties.
- **High Risk:** These are weaknesses identified by the evaluators that have the potential to cause significant disruption to the planning and implementation phases even with special contractor/government emphasis and close monitoring.

The evaluators will document the weaknesses and their potential impact on disruption to the planning and implementation phases of the installation specific projects to justify the contractor selection rating. Orals will be evaluated on the same basis as the written proposals and blended into the final evaluation.

5.0 ARRANGEMENTS FOR INSPECTION OF SITE

Arrangements can be made with Fort Detrick for inspection of sites included in this NOL. To make such arrangements contact Dawn Federline at 301-619-2442 or by e-mail Dawn.Federline@det.amedd.amy.mil

6.0 POINTS OF CONTACT

6.1 INFORMATION AND CLARIFICATIONS: Questions, clarifications, inquiries on leasing issues, title and general information requests can be directed to the following:

Office	Name	Address	Phone & Fax
U.S. Army Corps of Engineers, Baltimore District ATTN: Real Estate Division	Robert Penn	10 South Howard Street Baltimore MD 21201 Mailing Address: PO Box 1715 Baltimore MD 21203-1715 Email: bob.penn@nab02.usace.army.mil	P 410-962-3000 F 410-962-4922
U.S. Army Corps of Engineers, Baltimore District ATTN: Real Estate Division	Tom Kretzschmar	10 South Howard Street Baltimore MD 21201 Mailing Address: PO Box 1715 Baltimore MD 21203-1715 Email: thomas.kretzschmar@nab02.usace.army.mil	P 410-962-5602 F 410-962-0866

APPENDIX A

CONFLICT OF INTEREST CERTIFICATION

The Offeror hereby certifies that Bearing Point did not assist in the development of this proposal for the Fort Detrick Enhanced Use Leasing Project.

Name: _____

Company: _____

Date: _____

Signature: _____

This form should be signed by the person authorized to represent the significant parties comprising the project team and should be included in the Offeror's proposal.

APPENDIX B

ENVIRONMENTAL BASELINE SURVEY

An Environmental Baseline Survey (EBS) was conducted to characterize the existing environmental conditions on and around the southern portion of the National Interagency Biodefense Campus (NIBC) at Fort Detrick in Frederick County, Maryland.

The purpose of this EBS is to determine the presence, or potential presence, of any hazardous substances or petroleum products on the subject property under conditions that indicate an existing release or a past release. The EBS also assesses the likelihood of a future release into structures or into the ground, groundwater, or surface water on the subject property based on current conditions on the subject site and on neighboring properties. An EBS provides sufficient information to adequately identify the potential environmental contamination liabilities associated with real property acquisition, lease, transfer, or disposal.

The findings and opinions in this EBS are based upon information obtained from the sources identified, which the preparers believe to be reliable. Nonetheless, complete accuracy and reliability of the information cannot be guaranteed. This report is not a comprehensive site characterization and should not be construed as such. The EBS by its nature is limited. However, the preparers believe that the appropriate level of care and due diligence have been applied to justify the findings, conclusions, and recommendations of this report as it relates to the proposed project and real property actions.